



# WORKSHOP TOPICS

**PROACTION**   
INTERNATIONAL

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# WORKSHOP TOPICS

## STANDARD WORKSHOPS - 180 min

- Roles and responsibilities
- Group dynamics
- Proactive management
- Day-to-day communication
- Management system and communication structure
- Emotional curve
- Personalities
- Decision-making capacity index (DCI)
- Leadership 1: Consideration factors
- Leadership 2: Leader and the orchestra conductor 
- Mobilization
- Emotional intelligence

## SPECIAL WORKSHOPS - 90 to 180 min

- Taming your mistakes: Learning theory
- Team work and time management: Rally 
- Problems solving: Lateral thinking
- Innovation and creativity: Gut feeling
- Strategic alignment: Corporate values 1 & 2
- Change management: The village
- Negotiation: Table of 13 
- Organizational change management: Change driven by paradox
- Individual change management: Coaching in times of change
- Marshmallow challenge 
- Time management and prioritization

## CONFERENCES – 60 to 180 min

- Accomplishing the impossible
- Creativity management
- Performance at its peak
- Perspective through history
- Performance from another angle

|  | MANAGEMENT | CHANGE AGENT | COACHING | LEADERSHIP |
|--|------------|--------------|----------|------------|
| Roles and responsibilities   | ●          | *            |          | *          |
| Group dynamics   | ●          | *            | *        | *          |
| Proactive management   | ●          |              |          | *          |
| Day-to-day communication   | ●          |              |          | *          |
| Management system and communication structure  | ●          | *            |          | *          |
| Emotional curve  | ●          | *            |          | *          |
| Personalities  | ●          |              | *        | ●          |
| Decision-making capacity index (DCI)   | *          | ●            |          |            |
| Leadership 1: Consideration factors  | *          | ●            |          | *          |
| Leadership 2: Leader and the orchestra conductor  | ●          | *            |          | *          |
| Mobilization   | ●          | ●            | *        | *          |
| Emotional intelligence   | *          | ●            | ●        | ●          |
| Taming your mistakes: Learning theory  | *          | *            | ●        | ●          |
| Team work and time management: Rally              | *          | ●            |          |            |
| Problems solving: Lateral thinking   | *          | *            | ●        | ●          |
| Innovation and creativity: Gut feeling   | *          | *            |          | ●          |
| Strategic alignment: Corporate values 1 & 2  | *          | ●            |          |            |
| Change management: The village   | *          | ●            | ●        | ●          |
| Negotiation: Table of 13                          | *          | *            | ●        | ●          |
| Organizational change management: Change driven by paradox   | *          | *            | ●        | ●          |
| Individual change management: Coaching in times of change  | *          | *            | ●        | ●          |
| Marshmallow challenge                             | *          |              |          | ●          |
| Time management and prioritization   | ●          |              |          | *          |

# ROLES AND RESPONSIBILITIES

To inspire managers to adopt effective performance management behavior, Proaction uses various indicators to measure the current situation and progress made toward set objectives. These indicators are based on a scale of 1 to 5, with level 1 being the lowest and level 5, the highest. Through (individual or group) practical and theoretical training, the main objective is to give managers the opportunity to progress from their initial management level to a higher level (level 4 or 5).

This workshop helps managers understand upper management's expectations, the concepts of active supervision, and quality supervision/active management metrics.

## Session objectives:

- + Identifying which priorities to manage day-to-day
- + Learning how to invest your time well
- + Understanding the concepts of active supervision

**Target audience:** All managers

# GROUP DYNAMIC

**Today's world is full of invitations to attend meetings.**

Committees, round tables, management meetings, training groups, follow-up meetings, seminars, workshops, focus groups... Our professional and personal lives are directly influenced by our participation in groups. To exist and thrive, any business requires the active participation of its employees. Therefore, we encourage involvement, value an open dialogue and preach collaboration, but forget to give participants the tools required to become effective in their meetings.

This workshop offers a look at optimal group principles and their implications in daily routines. The participants will be put in many group situations with the intent of developing a structured way to evaluate the efficacy of group members and develop regulatory strategies to help the manager become a strategic meeting facilitator and in the way they manage their team.

## Session objectives:

- + Reflexive competency
- + Strategic group management
- + Ability to analyze group communication situations
- + Team leadership

**Target audience:** All managers

# PROACTIVE MANAGEMENT

In this workshop, floor tours (or active management meetings) are positioned to be at the heart of new management behaviors (roles and responsibilities), in order to ensure understanding of active supervision. Managers are trained on the key elements to master and to better understand in a performance management environment, such as health and safety, productivity, environment, and client service (internal and external).

This structured, durable point of contact most importantly assures: a key communication point for operational performance mobilization, work and workforce planning in line with the volume to be accomplished, precise follow-up on plan execution and on the performance of work processes, and establishing action plans in line with performance indicators and variances. In this way, management based on factual data supports managers in their decision-making, is oriented to results, and permits managers to fulfill their leadership roles effectively—all within the framework of continuous improvement.

## Session objectives:

- + To ensure comprehension of proactive management
- + To identify and develop key performance indicators
- + To identify the format, frequency, and necessary tools to attain proactive management

**Target audience:** All managers

# DAY-TO-DAY COMMUNICATION

**The hectic pace that is caused by many work deadlines complicates day-to-day interactions, sometimes resulting in the buildup of tension.**

Conflict is equivalent to what pain is on a physical level; it is nothing more than a red flag that forces awareness. Tension provides valuable information about the environment; it's a warning sign requiring us to clarify our priorities.

This workshop offers the opportunity for participants to increase their awareness of instinctual behaviors in the way they communicate. By developing a structured language that increases the ability to transmit and receive a message effectively. Participants will be more prepared to integrate emotions in formulating requests in such a way they will never hear critique or blame ever again!

## Session objectives:

- + Reflexive competency
- + Interpersonal communication
- + Conflict management
- + Ability to analyze communication situations

**Target audience:** All managers

# MANAGEMENT SYSTEM AND COMMUNICATION STRUCTURE

The objective of training on the management system is to determine whether all the tools in place are used to organize and maintain a climate of continuous improvement and organizational performance. The process also helps to recognize future needs and define the system's needs for development.

Another step in deploying a performance management culture is using effective management tools. They allow managers to plan work and the workforce based on the volume of work to be done; closely monitor the plan and the performance of work processes (active supervision); take action based on performance indicators and variances; and ensure that processes are constantly improving. Management based on factual data encourages managers to make results-based decisions and allows them to exercise their managerial role properly.

## Session objectives:

- + Identifying which management tools are missing and how existing tools can be improved
- + Identifying existing and missing touch points related to the tools
- + Helping managers gain a better understanding of their roles and responsibilities with regard to management tools, communication structure, and operational performance

**Target audience:** All managers

# EMOTIONAL CURVE

## How paradigms change throughout the emotional curve.

Resistance is the paradoxical companion of any change. A successful organizational transformation must be managed through strategic support of all stakeholders' concerns.

This workshop mainly takes place in the form of a round table discussion through the sharing of experiences while addressing three main objectives: 1) Understanding how we create our paradigms and how they influence our everyday behaviors and explore how to change them; 2) understanding resistance to change and different phases of an emotional curve; 3) discussing tools and strategies to equip managers so they can better support their employees in situations of change and reduce the perceived intensity of the curve.

## Session objectives:

- + Ability to analyze systematically
- + Ability to influence
- + Conflict management

**Target audience:** All managers

# PERSONALITIES

**Interact efficiently with different personality types.**

By way of a survey, and an amusing approach to compiling the results, participants will be made aware of different personality types. Participants will develop effective communication strategies in dealing with the different personality types they encounter on daily basis. They will structure a game plan for an ideal meeting and will be encouraged to adapt how they intervene in difficult interactions.

## Session objectives:

- + To learn and understand the different personality types and to realize that each one has its strengths
- + To develop effective, strategic communication tailored to personality types
- + To develop ways of interacting with more difficult personality profiles, and to understand why this is often difficult
- + To put learning into practice through role play
- + To develop personalized intervention strategies

**Target audience:** All managers

# DECISION-MAKING CAPACITY INDEX (DCI)

## Managing priorities

One of the strengths of a manager is his/her ability to prioritize day-to day actions without losing focus on the strategic goals of the business. It is sometimes easy to get carried away with emergencies and the stress of everyday life. Too often, we forget to measure the impact of our decisions in the long run.

This workshop is divided into two sessions. In the first encounter, participants will be asked to respond to a business case where they will have to make several concrete decisions related to real management problems in a short period of time. The second session provides a structured, conscious and critical look on the business case with the objective of bringing out the principles behind the decision-making process. In addition to identifying errors in decision-making, prioritization and action plans, this workshop is a precious opportunity to reflect on our own frames of reference which guide our decisions and shape the way we perceive our surroundings.

## Session objectives:

- + Reflexive competency
- + Ability to establish priorities in our actions when under stress
- + Ability to give effective instructions and/or requests
- + Ability to take actions that aimed continuous improvement

*Duration: ICD 1 – “in basket” exercise (120 min) and ICD 2 - correction and debrief (60 min)*

**Target audience:** Middle and executive managers

# CONSIDERATION FACTORS

## Leadership 1: CF2 – O2

Frequently underestimated, striking a balance between consideration/positive re-enforcement and focus on goals require great skill. The proof: one of the biggest barriers to productivity for companies is still a constant lack of consideration on a day to-day basis.

Discomfort, a lack of practice, misunderstanding—regardless of the reason, performance and encouragement require extreme vigilance. During this workshop, participants will take part in several role-playing exercises to practise leadership skills that are directly related to these two important facets in a manager's role: are you a peacekeeper or a fighter? These activities will help us find out.

### Session objectives:

- + Acknowledging the importance of consideration in your management methods
- + Learning how to hone your leadership skills using consideration and guidance factors

**Target audience:** All managers

# LEADER AND THE ORCHESTRA CONDUCTOR

## Leadership 2: Today's leaders are true orchestra conductors.

A leader must steer without force, influence and inspire without being controlling. He/she must be seen as a human being above all, a role model whom we wish to work with.

During this workshop, we will raise awareness of our perception of the «leadership» concept and the image we have of it. Participants will be asked to be introspective and to debate their knowledge on leadership in a moderated round table discussion. Participants will also be asked to participate in a simulation related to three aspects of leadership: guidance, mobilization and motivation.

### Session objectives:

- + Ability to lead and influence
- + Ability to self-evaluate and experience introspection
- + Ability to create a climate of trust
- + Ability to create strategies to develop and put into action our leadership

**Target audience:** All managers

“ Men build too many wall and not enough bridges

Isaac Newton”

# MOBILIZATION

## Creating a work climate that enables mobilization through 6 levers.

Managers are not superheroes; they need the help of others to achieve their goals.

Although it is possible to quickly motivate employees by using some old tricks, real sustainable mobilization is much more beneficial in the long run. The challenge: mobilization can't be forced, it is mainly voluntary! How is it possible to create a climate conducive to the emergence of mobilized employees?

Through this workshop, the knowledge and beliefs of participants regarding mobilization will be tested in a moderated round table discussion. This workshop also allows a structured overview of the 6 essential levers of mobilization.

### Session objectives:

- + Ability to recognize and define mobilization
- + Ability to put the main levers for mobilizing people into action
- + Ability to define personalized action plan for mobilization

**Target audience:** All managers

# EMOTIONAL INTELLIGENCE

## How do emotions interact with our thoughts?

### What is the role of emotion in intelligence?

Emotional intelligence is a form of intelligence that refers to 1) the ability to perceive, express and evaluate our emotions and those of others; 2) the ability to regulate our emotions and those of others; 3) the ability to include emotional awareness in problem solving to complete the process of cognitive thinking and better guide our thoughts and actions.

Through two simulation exercises, this workshop assists participants by providing them with specific thinking patterns that will enable them to break down the complexity of a communication situation into its basic elements. The more an individual becomes aware of the components influencing the quality of a communication, the more this individual has power over it.

### Session objectives:

- + Developing reflexive competencies
- + Ability to analyze systematically
- + Self-awareness
- + Ability to influence
- + Conflict management

**Target audience:** All managers

# TAMING YOUR MISTAKES

## A theory of learning

Through different activities, participants will discover how the quest for cognitive stability can hinder learning. Methods will be developed to gain a better understanding of the learning process and therefore use it better— not only for yourself but also when the time comes to lead your work team.

### Session objectives:

- + Learning how to handle mistakes better
- + Understanding the learning process
- + Recognizing opportunities to apply this new approach to mistakes

**Target audience:** All managers

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# RALLY

## Team work and time management.

The rally is a fun and exciting activity that uses and develops your ability to work as a team, as well as manage time and expectations. Feedback on the rally will shed light on how you react to stress and how it influences your actions.

### Session objectives:

- + Recognizing the importance of having an action plan
- + Learning how to manage/articulate your expectations
- + Honing the ability to set goals that are in line with your expectations
- + Understanding that sometimes the game plan needs to be tweaked mid-game

**Target audience:** All managers

“A leader is one who knows the way, goes the way and shows the way.”

John C. Maxwell

# LATERAL THINKING

## Problem solving

Everyone wants to stand out from the crowd. In this workshop, you will learn about the world of possibilities that open up when you think outside the box. Through various mandates, participants will see how creativity has given way to routine, both on a professional and personal level.

These workshops were designed to go past the limits of conventional practices. We will question almost everything. The benefit is two-fold: added perspective and heightened creativity.

### Session objectives:

- + Recognizing that you always solve problems the same way
- + Trying new ways to solve problems
- + Getting acquainted with a process that generates new ways to solve problems

**Target audience:** All managers

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# GUT FEELING

## Innovation and creativity: Brain vs. gut

Trying to find stability in your brain can block out other important decision-making information. The brain's ability to rationalize is a tough one to get around, but it's important to be able to put decisions on standby as you explore other avenues (more creative, more innovative, etc.) based on your gut feeling. This fun activity will put your brain and gut in a real tug-of-war. You'll learn to find the synergy that should exist between the brain's rationalizations and your gut's intuitive commands.

### Session objectives:

- + Recognizing opportunities to put the brain's ability to rationalize on hold
- + Controlling the interaction between intuition and theoretical knowledge
- + Gaining perspective on ways to use your intuition

**Target audience:** All managers

If your actions inspire people to dream more, learn more, do more and become more, you are a leader.

John Q. Adam

# CORPORATE VALUES 1 & 2

## Strategic alignment

Most companies champion values that define them as an employer and a supplier of goods and services. What role do these values play? Are they well defined? Does your company put them into practice daily? This activity on corporate values will draw a portrait (probably a painful one) of your current situation and teach decision makers how to use corporate values to mobilize and inspire.

### Session objectives:

- + Recognizing that corporate values are sometimes misunderstood
- + Tying various reward programs to corporate values for more consistency
- + Setting goals for the short, middle, and long term in relation to instilling a corporate culture based on promoting values

**Target audience:** All managers

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# CHANGE MANAGEMENT: THE VILLAGE

## How not to waste our periods of change?

What are the strengths and positive aspects that emerge from a change?

How can we develop our ability to observe and better integrate these strengths so we do not lose sight of the lessons learned from change management? Change in an organization is a human laboratory and becomes an essential way to mobilize our troops.

This workshop provides an entertaining change-management experience. Participants will be asked to build a self-sufficient village with specific criteria and predetermined roles and responsibilities. During the workshop, participants will pass through six stages of change.

It is through this experience as well as the use of a business case participants will discuss the butterfly effect and strategies related to this cycle with the objective of raising awareness of key factors for successful change management.

### Session objectives:

- + Ability to understand and modify our paradigms
- + Reflexive competency
- + Ability to lead and influence
- + Conflict management

**Target audience:** All managers

# TABLE OF 13

## Negotiating game

Participants will dive into a fun activity that will paint a picture of their leadership qualities mobilized into action—or not—when the opportunity arises. Negotiating plays an important role in proposed mandates, even if participants don't realize it.

### Session objectives:

- + Recognizing the importance of using good negotiation strategies (cognitive vs. emotional)
- + Gaining/perfect negotiation skills
- + Becoming familiar with the various types of arguments and recognize opportunities to use them

**Target audience:** All managers

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# CHANGE DRIVEN BY PARADOX

## Organizational change management

During this workshop, participants will be challenged to think about and determine their stance on the paradox ladder, both in terms of well-being and individually regarding company and group targets. There will also be a discussion and exercises on the main concerns regarding current and future changes to gain perspective with respect to change.

### Session objectives:

- + Describing and position yourself on the paradox ladder
- + Sparking awareness of individual and group concerns
- + Developing an action plan regarding change management and positive opportunities (strengths, innovation, and leadership)

**Target audience:** All managers

“ You must be crazy to believe that doing things the same way, we can reach a different result. ”

Albert Einstein

# COACHING IN TIMES OF CHANGE

## Individual change management

This workshop will allow participants to test their skills as agents of change, but especially as a coach during times of chaos.

In other words, instead of looking at change as simply an «opportunity for resistance,» consider it a chance to get to know your team's better. It will also be a very enriching coaching opportunity.

Through various role-playing activities, participants will experience different levels of intensity of reactions that happen when new methods or even new visions are introduced. They will leave with powerful strategic tools to help them during this challenging transition.

### Session objectives:

- + Understanding your team's stages of concern when implementing a change
- + Developing the perspective needed to acquire coaching skills
- + Encouraging humility and foresight in times of change

**Target audience:** All managers

# MARSHMALLOW CHALLENGE

The Marshmallow Challenge is an intense session that allows for the participants to experience a challenge as a team. The goal is to build the tallest tower that is stable enough to stand on its own using spaghetti, string, and marshmallows in only 18 minutes! A three-dimensional activity, it will emphasize environment, stress, time management, ideas, relationships, and group contributions. Participants will also be able to compare their results with specific groups to increase tension: engineers, PDGs, and...kindergarten children!

The activity itself is 20 minutes long. The debriefing, which takes 20 to 30 minutes, brings up aspects of the exercise that relate to the goals, the context of the client, and the observations of the consultant in charge.

### This challenge can be used in different scenarios:

- + Team building – A fun, team-centered activity
- + Integrated into one of the following training sessions:
  - Group dynamics, in order to evaluate the ways teams function
  - Mobilization, to make use of mobilization levers in action
  - Leadership, to recognize roles and responsibilities as well as leadership ability

**Target audience:** All managers

# TIME MANAGEMENT AND PRIORITIZATION

**Time is a resource that is scarcer and scarcer for everyone**

Time management needs conscious effort, or else other people's priorities will gradually take control of your agenda. Since time management requires tricks and strategies, we also must address our non-rational side—to manage the psychological aspect of the management of time, our attention, and our energy. Through this workshop, we will have the opportunity to reflect on our relationship with time and discover the tools to take back control of it!

## **Session objectives:**

- + Understanding time management
- + Putting time management in relation to priorities into practice
- + Developing specific abilities to better manage your time and to be more productive
- + Sharing good practices and time management tools

**Target audience:** All managers

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# ACCOMPLISHING THE IMPOSSIBLE

In the realm of the day-to-day and what is possible, participants will push past boundaries where everything might seem insurmountable. By way of reflection and personal improvement, the conference aims to guide participants to a solution, rather than giving up. In addition, they will be challenged to absorb theories they learn, and discover new mobilizing paradigms.

This conference is always adapted to specific objectives.

## **Conference objectives:**

- + Discovering change
- + Developing mobilization growth
- + Developing solution-oriented behaviors

*Length: 60 to 180 min - adapted*

**Target audience:** All managers

# CREATIVITY MANAGEMENT

Through the use of spontaneous brainstorming, participants will be challenged to interact with the content of the presentation and to understand creative development within the company. This is a dynamic presentation, with lots of videos and powerful examples, including a skill used in more than 15 countries. The presentation goes beyond being a simple approach; it sparks reflection as well as personal and corporate improvement.

This conference is always adapted to specific objectives.

## Conference objectives:

- + Recognizing and defining where ideas come from
- + Developing methods to identify good ideas
- + Making good ideas concrete realities
- + Becoming familiar with tips on penetration into markets, groups and teams

*Length: 60 to 180 min - adapted*

**Target audience:** All managers

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# PERFORMANCE AT ITS PEAK

To become aware of an issue and admit your mistakes, then position yourself to meet objectives and change certain behaviors is easier said than done. In fact, many excel at becoming aware of an issue and positioning themselves to meet objectives. It is much harder to own up to mistakes and change behaviors. Times change, and many behaviors that brought us success in the past deserve to be reevaluated. Even if we accept that making mistakes is an essential part of learning, it can be hard to accept these mistakes. By means of fun role-playing activities, we will present images and tools that will serve as a base for the development of a new way of thinking about errors (our own and those of others). By de-dramatizing mistakes, they become our allies, they are made less stressful, and they allow for a new way to remain high-performing.

## Conference objectives:

- + Developing a step back on concepts of performance
- + Developing a healthy attitude to performance

*Length: 60 min*

**Target audience:** All managers

# PERSPECTIVE THROUGH HISTORY

History is essential for understanding the world in which we live. Knowing about history allows people to develop abilities of self-representation, and to understand the variability of the present, the depth of the past, and what is to come. It also opens the door to gaining perspective. By way of historical context, participants are invited to become conscious of the idea of perspective. There is never one sole point of view in any given reality, and each idea or each event requires its own analysis. By becoming immersed in the history of Canada, the Americas, and the world, it becomes interesting to play with the concept of historical perspective in the era of globalization. This serves, initially, as a way to analyze the world differently, but also to apply a new attitude to all other facets of life: personal, professional, in conflict resolution, etc.—an attitude of openness to different perspectives.

## Conference objectives:

- + Learning to learn
- + Inspiring a thirst for knowledge
- + Developing perspective analysis techniques
- + Positioning oneself and others by way of a shared reality
- + Learning to leave one's mark

*Length: 90 min*

**Target audience:** All managers

# PERFORMANCE FROM ANOTHER ANGLE: A RECIPE FOR LONGLASTING SUCCESS IN LIFE AND IN THE WORKPLACE

Who says nice guys always finish last? Is this true? To succeed, do we have to fight for our place in the jungle, or be selfless? How is it possible to be a giver, without falling into the trap of a naive kind of niceness? This conference will enable us to debunk myths and opinions and let the science speak: what is it all about?

## Conference objectives:

- + To make focus on how much we know about success and performance at work and in life.
- + To explore the importance of self-awareness and awareness of others.
- + To identify/define our personal challenges to better guide our action schemes (self-management)
- + To enjoy ourselves and take a moment to initiate the conversations that will last after the session.

*Length: 60 min*

**Target audience:** All managers